

LINKAGE

The 2005 Linkage Excellence in Management & Leadership Series

Coaching to Win: Developing People and Teams Who Excel

Participant Guide



Featuring Coach Mike Krzyzewski and Dr. Catherine McCarthy

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Dear Participant:

Welcome to the Linkage broadcast, *Coaching to Win: Developing People and Teams Who Excel*. This is the fifth of ten broadcasts in Linkage's 2005 Excellence in Management & Leadership Series and features Coach Mike Krzyzewski, Coach of the Duke University Blue Devils men's basketball team, and Dr. Catherine McCarthy, author and president of Peak Performance Professionals.

In this presentation, they will share insights from their coaching experience as well as the principles and techniques that have worked for them in developing individuals and teams who consistently perform at the edge of human excellence.

In this special two-hour broadcast, you will learn how leaders as coaches can:

- identify an effective and focused process that unlocks human and organizational potential and maximizes performance
- develop their own personal style and also adjust their style to fit the changing needs of different individuals and teams
- role model and nurture behaviors in others through example
- develop in others a sense of purpose that will sustain their energy and commitment to reach the long-term vision

These participant materials have been designed to complement your participation in this broadcast with Dr. Catherine McCarthy and Coach Krzyzewski. Use the materials **before** the broadcast to learn more about these two speakers' coaching and leadership philosophies.

Dr. McCarthy and Coach K will each present for approximately 35 minutes. Following their individual presentations, they will join together to respond to your questions for the remaining 45 minutes. Use the materials **during** the broadcast to record your notes, ideas, questions, and insights. Throughout the broadcast, you can submit questions directly to the presenters via fax, telephone, and/or email. Your submission of questions is critical to the success of the program.

Most importantly, use the materials **after** the broadcast to help you implement the principles and techniques as you lead your organization. Use the materials as your ongoing source of renewal, energy, and direction.

About Linkage

Linkage, Inc. is a global organizational development company that specializes in leadership development. Serving the public and private sectors, the Company provides clients around the globe with integrated solutions that include strategic consulting services, customized on-site training experiences, tailored assessment services, and benchmark research.

With a relentless commitment to learning, Linkage also offers a full range of conferences, institutes, summits, public workshops, and distance learning programs on leading-edge topics in leadership, management, HR, and OD. More than 100,000 leaders and managers have attended such a Linkage program since the Company's founding in 1988.

Linkage is headquartered in Burlington, Massachusetts, with regional offices in Minneapolis, Atlanta, San Francisco, London, Brussels, and Singapore. On two occasions, Linkage has been named to the Inc. 500, a list of the fastest-growing private companies in the United States.

Upcoming Events

Linkage's broadcasts represent the best in leadership and management thinking, providing you with:

- Idea generating insight and breakthrough thinking from well-known and inspirational leaders
- A convenient, on-site option for educating your leaders and managers
- An innovative vehicle to deliver and drive the learning

Please join us for these upcoming programs. These broadcasts are offered live, by Linkage, on the following dates and times. Please check with the individual responsible for the broadcasts within your organization for any internal changes to the schedule.

- September 20, 2005 (11:00am – 12:30pm) EST/(5:00pm – 6:30pm GMT)
Creating a Vision with Competitive Advantage
Michael Porter
- October 5, 2005 (11:00am – 12:30pm) EST/ (5:00pm – 6:30pm GMT)
The Power of Rapid Cognition
Malcolm Gladwell

Check Linkage's website (<http://www.linkageinc.com>) for additional programming, details, and dates. Three additional fall programs will be added shortly.

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SECTION 1

PROGRAM MATERIALS

We lead by being human. We do not lead by being corporate, by being professional or by being institutional.

Paul Hawken

Introduction and Basic Premise

“There’s no trick to motivating others. It requires a clear, unbiased understanding of the situation at hand, deep insight into the vagaries of human nature at both the individual and the group levels, the establishment of appropriate and reasonable expectations and goals, and the construction of a balanced set of tangible and intangible incentives. It requires, in other words, hard thinking and hard work. And when an organization is under strain or is in crisis, the challenges – and the stake – become that much higher.”

Harvard Business Review, January 2003, “Moving Mountains”

Today’s organizations, whether they are in the field of business, government, health care or education, are all under constant pressure to keep up with, if not in fact stay ahead, of the pace of change. Change comes in the forms of globalization and increased competition, shifting international relations and demographics, sudden humanitarian crises, and increasingly complex technology and science. Any one of these forces presents much to contend with, yet for many organizations the forces compound one another. In addition, each organization’s network of partners, customers, suppliers, beneficiaries and employees are also simultaneously pedaling furiously to keep up. In this context of rapid change, there is an increased need for leaders with the confidence and energy to guide people through the uncertainty and risk into a place of new possibilities and success.

The leadership skill of coaching has proven to be a highly effective way to provide that guidance. Coaching drives change not only through its direct impact on both the coach and the people being developed but also through its ability to create a general climate or “culture” in which people continue to learn and in which the organization continues to learn from itself at an accelerated pace.

For leaders, though, acting as a coach may in itself be a change. Coaching requires a set of competencies different from those which have often allowed leaders to move up the ladder of their organizations. For starters, effective coaching requires willingness to reveal some vulnerability on the part of the coach as well as on the part of the person being coached. This kind of relationship is not so easy to build. While many leaders in organizations have had some personal experience interacting with a coach – usually a sports coach, they may not have reflected on what made their coach effective, or perhaps not so

effective. What do the best coaches do consciously to bring out the best in their athletes?

In his book, *Leading with the Heart*, Coach Mike Krzyzewski lays out his approach to planning “for the season.” He discusses the importance of determining the best coaching strategy for each individual athlete as well as the myriad ways he works to build trust between himself and the athletes. Building a sense of cohesion among team members so they can support one another is a dynamic process and a constant theme. Coach Krzyzewski will recount stories that illustrate what he has learned about these critical considerations in coaching, as well as other lessons he has learned in leading individuals and teams to perform even beyond their own expectations for themselves starting out.

Similarly, when striving to develop high performers in the work place, what do the best business coaches do to set up for success? Business and executive coaches also need to plan thoughtfully for the engagement. They too need skills to discover and adjust to the individual interests, concerns and motivators of the people they choose to work with. Without the ability to build trust, the critical prerequisite for risk-taking, learning and growth will not happen.

For both the sports and business coach, the pressure to get results and simultaneously coach others demands a high level of energy, openness and focus. To survive and thrive in this environment, coaches must find a source for renewal and resilience. Catherine McCarthy will present the coaching process she follows, as well as what experience has taught her about coaching in the demanding environment of today’s rapidly changing organizations.

About Catherine McCarthy

Dr. Catherine McCarthy, president of Peak Performance Professionals and a Sr. Vice President at The Energy Project, helps companies build powerful leadership, effective teamwork, and high performance in demanding environments. To accomplish these goals, she draws on her unique combination of doctoral work in clinical psychology, ten years of consulting, and personal experience racing multiple times in the 141 mile-long Ironman triathlon. Dr. McCarthy’s work has focused on executive selection, executive coaching, inspirational speaking, group facilitation and leadership development.

In addition Dr. McCarthy is a co-author of *Leading at The Edge* (AMACOM, 2000) a book for business leaders which outlines ten key leadership and teamwork strategies to optimize performance under adversity. The strategies are distilled from the leadership provided by Ernest Shackleton as he and the crew of the Endurance struggled to survive their 634 day ordeal in the frozen ocean off Antarctica.

About Coach Mike Krzyzewski

Coach Mike Krzyzewski, known to many as Coach K, is currently in his 25th year as head coach of Duke University's Blue Devils men's basketball team. He has been selected 12 times as the National Coach of the Year. He has coached the Blue Devils to three national championships, including back-to-back titles in 1991 and 1992. Again this year the Blue Devils made their eighth consecutive appearance in the NCAA Tournament's Sweet 16.

In 2001, Coach K was inducted into the Naismith Basketball Hall of Fame. That same year he was also named "America's Best Coach" by *Time* magazine and CNN.

In addition to the demands of his position as coach and as a committed family man, Coach Krzyzewski is active in university life and in the community. At the Center for Organizational Leadership and Ethics, part of Duke's Fuqua School of Business, Coach Krzyzewski gives guest lectures and helps to devise the leadership coursework and training.

Coach Krzyzewski serves on the boards of numerous foundations, including the Emily Krzyzewski Family Life Center, named in honor of Coach K's mother. Scheduled to open in Spring 2006, the center is devoted to creating family and education programs for the community.

Question-and-Answer Session

Coach K and Catherine McCarthy will devote the last 45 minutes of the live broadcast to answer your questions. Complete the Question Form found on page 28 of this participant guide and:

- If you are participating in the live presentation of this program, fax, e-mail, or call in your question(s) using the instructions on the Question Form. Your program coordinator may collect your questions and send them in collectively.
- If you are participating in a recorded presentation of this program, share your questions with your program coordinator to be used during your post-broadcast activities.

When the Session Has Concluded

- Your feedback is valuable in ensuring the integrity of future programs. We take pride in providing relevant, thought-provoking and enlightening programs – and we rely on you to help make this happen. Please complete the program evaluation form on the last page of this guide or online at: http://www.linkageinc.com/dis/satellite_evals.shtml.
- To further reinforce your understanding of today's information, as well as hone other aspects of your leadership skills, complete the recommended post-broadcast activities that begin on page 20 of this participant guide.

My first Ironman underscored having the courage to enter the race ...Fighting the waves in the 2002 Ironman Utah reinforced how critical remaining calm is when facing stressful situations. Other Ironmans taught me how performance and motivation are enhanced by tackling one step of a large goal at a time...

Catherine McCarthy

Pre-Broadcast Reading:

Coaches should set themselves a balanced agenda. The most successful leaders and coaches are constantly trying to support people on numerous levels. Three key focus areas for coaches are coaching for performance, coaching to build relationship and support individual needs, and coaching to develop learning and overall capability.

Coaching to Enhance Performance

Coaching to enhance performance is often foremost in the mind of the leader. The leader/coach is aware that excelling will result in a sense of accomplishment and success that is a reward in and of itself. Moreover, the leader's own success will most likely be measured by the performance of others, by how well he or she has led others to attain the expectations set by the organization.

How much flexibility the coach has in setting the performance targets will depend on the organization. With well established credibility and a proven record of success, Coach K tries not to let others determine what success looks like for his team. Each team has a unique combination of personalities, talent and experience level. His guiding belief is that if each team plays to the very best of its potential, whatever win/loss record they achieve that will be the definition of success for that team— whether or not the outcome is winning the coveted NCAA Tournament Championship. At the same time, there are some “non-negotiables” that need to be clarified with players at the beginning of the year. These include the expectation that students will manage their time and energy in a way that allows them to meet the academic requirements to graduate, at the same time that they commit themselves to excelling on the basketball court. In *Leading with the Heart*, Coach K writes,

“Long before the first team meeting, during the recruiting process, I’ve made a handshake deal with every one of our players.

To each kid, I say ‘I’m going to give you my best. I’m going to give you 100 percent. In return, I expect you to graduate. You’ll be coming to Duke for more than just basketball. If you don’t understand that, then don’t come to Duke. I want you to be passionate about basketball, but I also want you to obtain a great education.’”

An executive coach brought into a business situation, on the other hand, must be aware of the organization's definition of “success” for the person being coached and for the expected outcome of the coaching process. At this stage, Catherine McCarthy follows an initial process of clarifying the organization's point of view - what is it that they are expecting the business leader working with the coach to attain. Additionally, understanding fully the context in which the coachee is operating is a key. There are occasions when the coach may even need to decline the engagement if s/he feels that the organization or the coachee is not willing or able to set up the situation for success. In coaching for performance, the time and effort spent up front to align and agree upon expectations and process may be the most difficult and important stage of the coaching process. As Catherine McCarthy writes, however, “A successful coaching outcome depends upon clear

expectations for and from all stakeholders at the outset – without this step, trust may falter and misunderstandings can easily sabotage the process.” Having done that alignment process carefully, the coach is ready to offer a “handshake deal” with the person to be coached.

Coaching to Build Relationship

Although the ultimate goal for the leader and the coach is to enhance performance, a foundation must also be built. In order for someone to commit to following a leader or listening to a coach, there must first be a relationship that includes some level of trust, caring and respect. If you come into the coaching situation with a solid record of success, you start with assumed professional credibility. Nevertheless, the people being coached, be it athletes or business leaders, will need to establish trust on more personal levels. What are the components of trust that the coach needs to attend to? According to Coach K, “There are five fundamental qualities that make every team great: communication, trust, collective responsibility, caring and pride.” Open and candid two way communication, willingness to confront difficult conversations, real care for the person as an individual are all fundamental building blocks of the trusting relationship required of an effective coaching situation. Without trust, individuals will not take the risks necessary to reach peak performance.

For Coach K, “Almost everything in leadership comes back to relationships. And, naturally, the level of cooperation on any team increases tremendously as the level of trust rises. The only way you can possibly lead people is to understand people. And the best way to understand them is to get to know them better....Leaders have to give time for relationships.” Coach K does this through finding ways to interact with players both on and off the court. On the court, the coach is getting to know the individual athletic talents of players as well as assessing how each will respond to situations of pressure and team work. Finding the appropriate coaching technique for each player is an essential skill and contributes to the player’s sense that he/she can trust you.

For the coach of business leaders, trust and knowing the individual are equally important. Catherine McCarthy also sets up opportunities to observe the person she is coaching in order to learn patterns of behavior that are perhaps helping or hindering that person’s success. She spends time learning and adapting approaches to such unique characteristics as communication style, and their best learning medium. She works in partnership with the person to set goals, to provide candid feedback and a trusted sounding board, and to develop the action plan that will work best for the individual.

Although we tend to think of the coach as the one “in charge”, the best coaches actually work consciously to build relationship and trust by adjusting their style and approach to match the uniqueness of the individual.

Coaching for Development

Finally, in order to lead people into new and sometimes unclear territory, coaches need to help people develop new competencies; the best coach/ leaders instill in others the confidence to go forward.

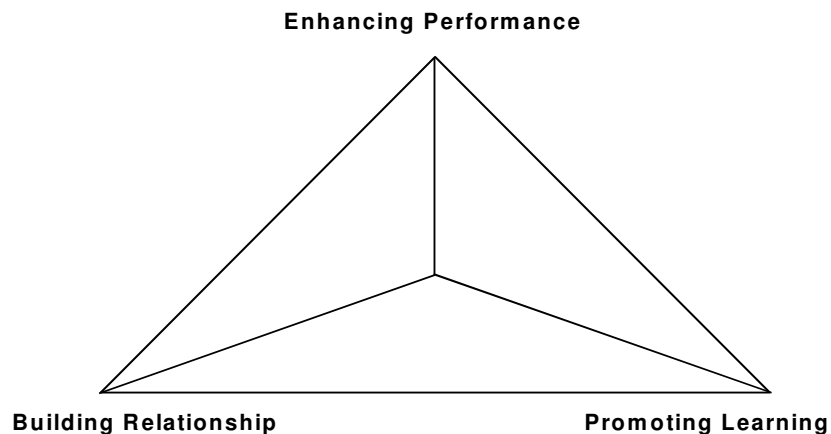
Both the basketball coach and the executive coach are providing skill building. One of the ways Catherine McCarthy coaches for development is by “walking through” with her coachee how to deal with up-coming challenges. “Walking through” might mean role playing difficult conversations, preparing a presentation for an important audience, or building confidence to respond effectively to a challenging feedback session with co-workers.

One way that Coach K helps teams “walk through” upcoming challenges is to build into the team schedule some tough back-to-back games. Having dealt with this challenge during the regular season, the team is better prepared to handle the intensity of championship schedules, media attention and competition.

The Balanced Coaching Agenda

While the ultimate outcome for the coach as leader and leader as coach is to help individuals and teams achieve peak performance, the foundational blocks of coaching to build relationship and coaching for development have to be put in place early on and attended to throughout the coaching engagement.

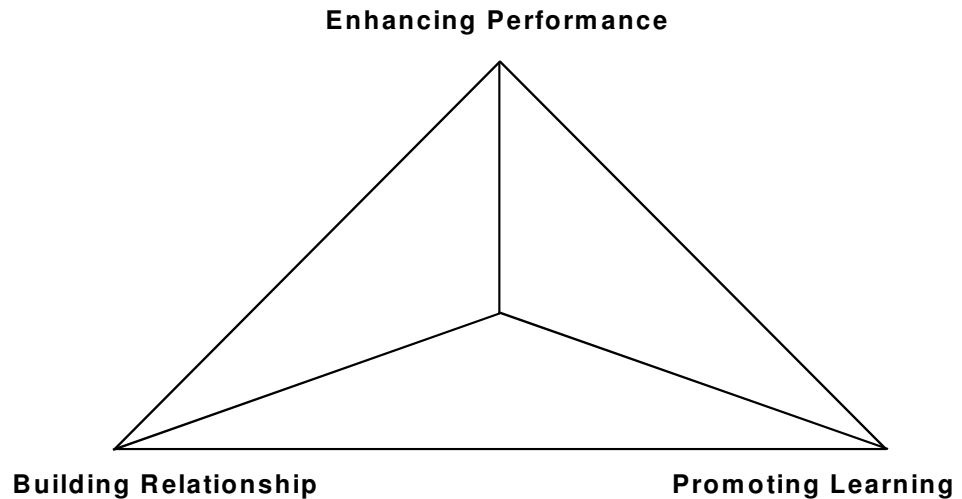
Your agenda as a coach, therefore, can be summarized with the following graphic.



What can you do to build relationship and promote learning that will result in enhanced performance for the individuals or teams you are leading?

Pre-Broadcast Activity #1:

Step 1. Thinking of yourself along these three continua, assess your relative strengths. First, decide which of the three you are strongest at doing. Plot your self-assessed level of strength on the graph below, moving out from the center as you assess your strength higher. Next, plot the other two relative to your strongest ability.



Step 2. Prioritize. Which of these three areas needs attention most, as you strive for a balance in your coaching efforts? During the broadcast, listen for specific ideas about how you can advance your agenda on each of these fronts.

Pre-Broadcast Activity #2:

If you are leading a team, the following assessment will help you determine if your team is a high performing team. Looking at eight key qualities of your team will indicate whether your team is able to perform at a breakthrough level.

Step 1. Circle the number which represents the degree to which you feel your team demonstrates each quality.

Quick Team Assessment	Low High				
Sense of urgency and commitment	1	2	3	4	5
Aligned, meaningful mission	1	2	3	4	5
Clear idea of needed outputs and results	1	2	3	4	5
Feeling of shared accountability	1	2	3	4	5
Trusting, collaborative, open environment	1	2	3	4	5
Ability to problem solve and reach consensus	1	2	3	4	5
Ability to work across the organization	1	2	3	4	5
Sense of rewards and “winning”	1	2	3	4	5

Step 2. During the broadcast, listen for specific stories, techniques or coaching principles that could help you strengthen your team on any of these key qualities. Post-broadcast Activity #2 will focus on this assessment.

During The Program

- Participate!
- Submit questions to be addressed by Coach Krzyzewski and Catherine McCarthy during their broadcast. They will speak for the first 70 minutes and then respond to questions for the next 45 minutes, so again, your submission of questions is critical to the success of the program. To submit questions, complete the Question Sheet (found on the page 28 of this guide), submit an e-mail, or call in when prompted during the program.
- The presenters ask that you engage in the questions and answers. If you wish, use the following pages to take notes on points important to you during the program.

Thomas G. Crane

Coach K

[illegible]

Coach K

James G. Clawson

[illegible]

Coach K

Catherine McCarthy

[illegible]

Be flexible in your personality.

Catherine McCarthy

Tremendous satisfaction and joy can come from persevering through extremely difficult situations.

Catherine McCarthy

*My goal is to be worthy
of the team's
commitment.*

Coach K

*There is no failsafe way
of doing things – no
magic formula, no
perfect recipe.*

Coach K

If something isn't working, try something new and different. Innovate. Never give up. Never.

Coach K

More notes

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and extend across the width of the page. There are no margins, text, or other markings on the paper.

Basketball is organized chaos...Adjustments are not unusual, they are usual. So, a leader's ability to think on his feet – to react accordingly, to do things without instruction, to react to voices on the court, and to think outside of himself – is of paramount importance...

Coach K

Post-Broadcast Activities

Complete and submit the program evaluation form found on page 29 of this guide or online at: http://www.linkageinc.com/disl/satellite_evals.shtml.

Activity #1: Self-Reflection and Discussion

- What in this broadcast struck a special chord with you? Why?

- What parallels between the world of sports /extreme challenge and the world of your organization were most relevant or inspiring for you?

- Were there any values or underlying assumptions that would be difficult for you to act on in your organization? If so, where might you start experimenting with new ways of leading and coaching?

Activity #2: Build a High Performing Team – Ask the Coaches

Step 1. On your own, return to the results of your team assessment from Pre-Broadcast Activity #2. Choose the top one or two areas where you can make the most impact.

Step 2. Working in a triad, take turns as follows:

- One of you will briefly share your team situation and the assessment item you chose in Step 1. Then, ask for advice.
- One of you will think and offer advice from the point of view of Coach McCarthy.
- One of you will think and offer advice from the point of view of Coach K.

When giving advice think about what (A) the person can role model or do differently him/herself, and/or (B) what s/he can coach her/his team members to do to improve on that team assessment item. Rotate roles so that each of you has an opportunity to receive suggestions. Record your ideas in the appropriate spaces below. Remember you only need to get advice on one or two of the items listed below.

Team Assessment Item	What You Can Do More Of
Sense of urgency and commitment	
Aligned and meaningful mission	

The best leaders are sensitive to individual needs and skills, and they find ways of using diverse talents. When corrective action needs to be taken, it is done in a way that avoids isolating or scapegoating people. Successful leaders continually drive home the team message: "We are one: We live or die together."

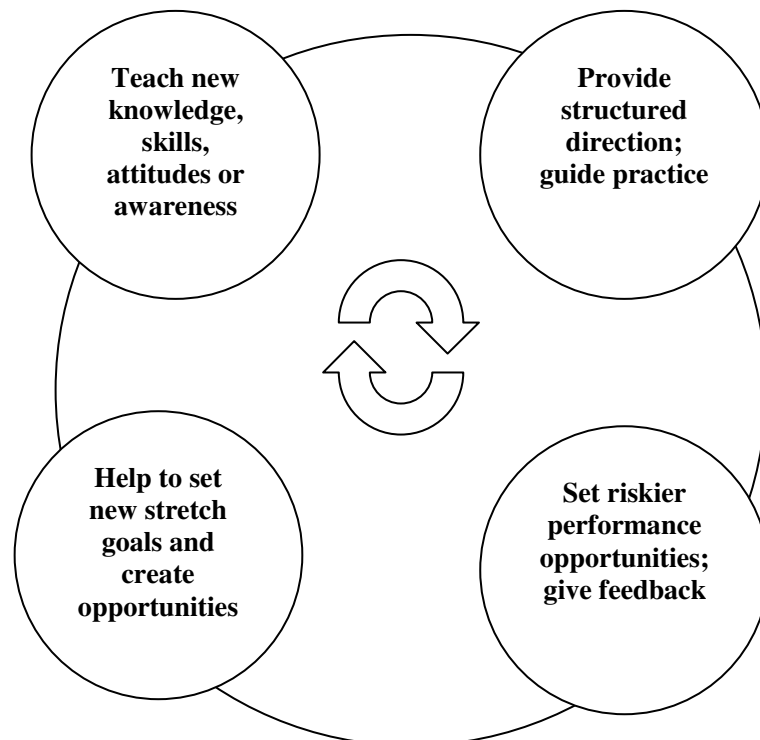
*D. Perkins, M. Holtman,
P. Kessler, C. McCarthy*

Clear idea of needed outputs and results	
Feeling of shared accountability	
Trusting, collaborative, open environment	
Ability to problem solve	
Ability to work across the organization	
Sense of rewards and "winning"	

Activity #3: Consider Your Coaching Options

Step 1. Considering what you heard from Coach K and Dr. McCarthy, work as a group to brainstorm reminders, principles, and actions that would help you to be an inspiring coach and leader who will bring out the best of in *individuals*, even under the most challenging circumstances. Take turns sharing and writing down your ideas on sticky notes provided.

Step 2. Consider the graphic below. It describes four different kinds of support a coach might offer. Depending on the proficiency level of the individual being coached, relative emphasis on one or another of these approaches will be more appropriate. The cycle tends to move clockwise from the top left as learners increase their level of proficiency on a coaching item.



Step 3. Look back at the ideas you brainstormed. Attach your group's sticky notes in the circles that you think most closely describe the approach for that brainstormed item.

Step 4. If there are any circles with no or few ideas, try to add more to them.

Activity #4: Motivate an Individual to Excel – Pick the Right Strategy

A leader may be the most knowledgeable person in the world, but if the players on his team cannot translate that knowledge into action, it means nothing.

Coach K

Step 1. Select an individual whom you think a) has the potential to positively impact your goals, team, organization or community; and b) would be open to and would benefit from coaching.

Step 2. Describe exactly what knowledge, attitude or skill that person most needs coaching on and how that will positively make an impact. For example, if Sandy s/he will be able to

Step 3. Determine the person's current level of proficiency and which of the following coaching strategies would be most appropriate. Check which of the following statements most closely fits the person's situation.

- ☐ Has little or no knowledge or understanding of the competency; needs initial information and teaching.
- ☐ Has knowledge, understanding or awareness of what is needed, but has little experience doing; needs a model, hands-on guidance, or opportunities for low risk practice.
- ☐ Can apply the knowledge or skills; needs opportunities to perform in higher risk situations, get feedback on the results and encouragement to demonstrate consistent excellence.
- ☐ Is already recognized for their excellence; needs new challenging opportunities.

Step 4. What reminders and tips did you identify in Activity #3 that you could do to set up a "coaching moment" or that you could be ready to suggest if you "contract" with the person to act as a coach? (Note: the skill levels above correspond to the coaching strategies in the circles in Activity #3, moving clockwise beginning with the top left circle.) In the space below, describe what coaching strategy and action you have selected.

Step 5. Discuss your strategy with a partner and get feedback on your strategy.

*Real education consists
of drawing the best out of
yourself.*

Mahatma Gandhi

*Learning is defined as a
change in behavior. You
haven't learned a thing
until you take action and
use it.*

Don Shula and Ken
Blanchard

Final Activity: Action Planning

Imagine that your leadership development begins today. Picture yourself six months from now. You're reflecting with a sense of pride and satisfaction on what you've accomplished since the broadcast. As you look back, what one thing brings you the most pride? (You may want to think back to your balanced agenda assessment in Pre-Broadcast Activity #1.)

Back to the present. With the above goal set for six months from now, what intermediary steps do you need to take to reach that goal?

- What do you need to do within three months?

- What do you need to do by the end of this month?

- What do you need to do by the end of this week?

- What do you need to do tomorrow?

Materials Written By or About Coach K

The following materials are listed in order of publication date:

Leading with the Heart: Coach K's Successful Strategies for Basketball, Business and Life. Warner Business Books (March 2001). ISBN: 0-446-52626-6.

Five Point Play: The Story of Duke's Amazing 2000-2001 Championship Season. Warner Books (November 2001). ISBN: 0-446-65306-03

Coach K's Little Blue Book, Revised and Updated: Lessons from College Basketball's Best Coach. Sport Classic Books (March 2004). ISBN: 189496321

You may wish to visit Coach K's website at <http://www.coachk.com/>

You may wish to visit the website for the Coach K/Fuqua School of Business's Center for Leadership and Ethics at Duke University at <http://www.leadershipandethics.org>

You may wish to visit the website for the Duke University Blue Devils men's basketball team at <http://goduke.collegesports.com/sports/m-baskbl/duke-m-baskbl-body.html>

Materials Written By or About Catherine McCarthy

Leading at the Edge: Leadership Lessons from the Extraordinary Saga of Shackleton's Antarctic Expedition. Dennis N.T. Perkins, with Margaret P. Holtman, Paul R. Kessler, Catherine McCarthy. Amacom (2000). ISBN: 0-8144-0543-6

You may wish to visit the website for Peak Performance Professionals at <http://www.peak-performance-inc.com/>

You may wish to visit the website for The Energy Project at <http://www.TheEnergyProject.com/>

SECTION 2

FORMS

Question Sheet

Use this form to write your questions for Mike Krzyzewski and Catherine McCarthy for discussion. Please write legibly.

Name (optional):

Organization:

Location:

Your question (25 words or fewer):

Fax 1.877.892.0170 (from within U.S.)

Fax 646.349.3661 (from outside U.S.)

Email: *leadership2005@linkageinc.com*

Tel 1.800.218.0530 (from within U.S.)

Tel 303.262.2131 (from outside U.S.)

LINKAGE EXCELLENCE IN MANAGEMENT & LEADERSHIP SERIES

Evaluation Form

Developing People and Teams Who Excel
Featuring Mike Krzyzewski and Catherine McCarthy

PLEASE RETURN THIS FORM TO YOUR SITE COORDINATOR OR FAX TO 781.402.5556.

NAME _____ TITLE _____

ORGANIZATION _____

Please indicate functional area (only circle one):

Finance Human Resources/Organizational Development Manufacturing/Operations Marketing R&D Sales
Other (specify) _____

How many people do you have reporting to you (include all levels)? Number: _____

Please indicate your job level (only circle one):

☐ President or Officer ☐ Vice President ☐ Director ☐ Manager/Supervisor ☐ Individual Contributor

1) Please indicate a rating for each of the statements below by checking the appropriate box.

	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree
The length of the presentation was ideal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
As a result of participating in this program, I will be more effective in my role	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The participant materials were useful	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Q&A session was valuable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2) Please give a general overall comment about the program.

3) Any suggestions on what we can do to improve?

4) May we use any of these comments for promotional purposes (including name and organization)? Y N

5) On a scale of 1-10 (10 = Outstanding), how would you rate this session? Rating: _____

6) Which speakers are you most interested in seeing at the next Linkage Excellence in Leadership & Management Series?

___ Warren Bennis
___ Stephen Covey
___ Jack Welch
___ Bill Gates

___ Steve Jobs
___ Meg Whitman
___ Carly Fiorina
___ Hillary Clinton

___ Marcus Buckingham
___ Colin Powell
___ Alan Greenspan
Other _____

PLEASE RETURN THIS FORM TO YOUR SITE COORDINATOR OR FAX TO 781.402.5556.